

## DOCUMENT RESUME

ED 188 692

JC 800 381

AUTHOR Moriarty, Daniel F.  
TITLE Institutional Advancement: A Marketing Perspective.  
Part I: A Proposal.  
INSTITUTION Triton Coll., River Grove, Ill.  
PUB DATE 22 Aug 78  
NOTE 47p.: For a related document, see JC 800 382

EDRS PRICE MF01/PC02 Plus Postage.  
DESCRIPTORS Adults; College Bound Students; \*Community Colleges;  
Curriculum Development; Enrollment Trends; High  
School Students; Homemakers; Information  
Dissemination; \*Instructional Improvement; Parents;  
\*Publicity; School Community Relationship; \*School  
Holding Power; \*Student Personnel Services; \*Student  
Recruitment; Two Year Colleges; Two Year College  
Students

## ABSTRACT

Strategies are proposed for the implementation of the marketing concept at Triton College. The report begins by describing the establishment and goals of the Marketing Task Force and goes on to define "institutional advancement," as a positive, progressive response to community educational needs, and "the marketing concept," as suggesting an orientation toward the public and a systematic process for implementing that orientation. Next, the change in enrollment patterns at Triton between 1965 and 1977 is examined, illustrating the decline in the number of full-time transfer students and a dramatic upswing in the number of part-time students enrolled in vocational, general studies, or continuing education programs. Promotional strategies are then outlined for the recruitment of selected target populations, including high school students, homemakers, continuing education students, attendees at campus events, mid-life career changers, those requiring upgraded job or professional skills, parents of currently enrolled students, the general public, extension faculty, transfer students, and cut-of-district students. Retention strategies are then outlined for the improvement of instructional and student support services. The report concludes with a marketing strategy form designed to solicit further suggestions from educators at other two-year colleges.

(JF)

\*\*\*\*\*  
\* Reproductions supplied by EDRS are the best that can be made \*  
\* from the original document. \*  
\*\*\*\*\*

ED188692

INSTITUTIONAL ADVANCEMENT:

A MARKETING PERSPECTIVE

Part I:

A Proposal

Daniel F. Moriarty

Task Force on Institutional Advancement

TRITON COLLEGE

August 22, 1978

U.S. DEPARTMENT OF HEALTH,  
EDUCATION & WELFARE  
NATIONAL INSTITUTE OF  
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS  
MATERIAL HAS BEEN GRANTED BY  
Daniel Moriarty

TO THE EDUCATIONAL RESOURCES  
INFORMATION CENTER (ERIC)."

JC 800 381

TRITON COLLEGE

BOARD OF TRUSTEES

Robert M. Collins, Chairperson

George E. McGee, Sr.

Robert Militello, Student Trustee

Pat F. Naples, Vice Chairperson

Pat Pavini

Sam Reda

Paul W. Schafer, Secretary

Frances Sullivan

## TABLE OF CONTENTS

|                                                                       | Page |
|-----------------------------------------------------------------------|------|
| INTRODUCTION                                                          | 1    |
| DEFINITION OF TERMS<br>INSTITUTIONAL ADVANCEMENT<br>MARKETING CONCEPT | 3    |
| ENROLLMENT TRENDS                                                     | 5    |
| PROMOTION                                                             | 9    |
| RETENTION                                                             | 18   |
| EVALUATION                                                            | 24   |
| CONCLUSION                                                            | 24   |
| REFERENCES                                                            | 26   |
| APPENDIX<br>Marketing Strategy Proposal Form                          | 27   |

## INTRODUCTION

In the Spring of 1978, at the direction of President Knight, a group of individuals met informally to discuss the potential of the "marketing concept" for Triton College. As a result of these meetings, the group recommended that the College utilize the marketing concept in its planning and that, specifically, the President initiate a task force to develop strategies based on the marketing concept. The President accepted this recommendation and organized a task force consisting of administrators, faculty and staff. The charge of this Task Force was to develop an action agenda for implementation by the College. Accordingly, the Task Force met for the first time on June 22 and continued to meet twice a week through August 4.

In its deliberations, the Task Force recognized that equal attention must be given to outreach promotional activities and to retention activities. Consequently, the recommendations that the Task Force developed are organized under these two categories. This organization reinforces the Task Force's intention to present a substantive, reasoned report which emphasizes at one and the same time outreach to our community and respect for the quality of academic programming.

In addition to its recommendation of specific strategies, the Task Force also proposed that the Task Force continue in effect at least for one year. Its purposes would be the following: (1) to support and promote implementation of strategies for institutional advancement; (2) to review and coordinate ideas for new and different strategies; (3) to promote understanding and interest in the concept of institutional advancement; (4) to report to the President in the summer of 1979 on the implementation of the proposed plan. This recommendation has received the President's approval.

Included in this report, by way of background, are comments on certain terminology, a brief explanation of the marketing concept and a summary of pertinent enrollment data. The strategies for promotion and outreach constitute the main body of the report.

MEMBERS OF THE TASK FORCE

Dr. Daniel F. Moriarty, Dean of Students, Chairperson

John Coné, FM Station Manager

Richard D. Francetic, Vice President - Business Management

Dr. Frederick J. Gaskin, Vice President - Personnel

Mary Kay Kickels, Assistant Dean, Admissions and Records

Maurice LeMoine, Associate Vice President for Academic Affairs

Clyde LeTarte, Vice President for Academic Affairs

Jerry Long, Director, College Relations

Patricia Milliken, Chemistry Instructor

Linda Mullikan, Practical Nursing Instructor

Donald Newcomb, Horticulture Instructor

Jerry Owens, Assistant Dean of University Transfer Studies

Lynn Parker, Director, Adult Re-Entry

John Romanelli, Program Consultant, Continuing Education

Neal Voke, Technology Instructor

Charlotte Waters, Director of Research and Affirmative Action Officer

## DEFINITION OF TERMS

### Institutional Advancement

The terminology "institutional advancement" is used deliberately to suggest Triton College's concern for constructive development in the face of a changing environment. As such, institutional advancement is a broad concept suggesting a positive, progressive response to community educational needs. Because Triton College currently enjoys an excellent reputation, it is obvious that institutional advancement is not a new priority, but rather a continuing agenda. This agenda is characterized by a careful consideration of the methods and procedures for informing the community of the educational potential available at Triton College, and at the same time development and maintenance of quality programs and support services.

In this continuing effort, the marketing concept offers considerable potential for helping Triton College to maintain and strengthen its position as an institution of high academic standards, fully responsive to the educational needs of our community.

### Marketing Concept

In a recent issue of the Harvard Business Review, Dr. Phillip Kotler (1977) criticized the business community for confusing sales with marketing. His article is aptly titled "From Sales Obsession To Marketing Effectiveness." It is not unreasonable to assume that the confusion Kotler identifies is widespread. The correct understanding of marketing, the understanding with which Triton College would want to be associated, is one that suggests orientation toward the public

and a systematic process for implementing that orientation. The marketing concept recognizes that the needs of our public are constantly changing. To achieve our mission, we need to know our publics (markets), and we need to review continuously our strategies for serving our publics.

To adopt the marketing concept is, in fact, to adopt the concept of a "responsive organization." Such an organization is oriented to meeting the needs of its students, to involving all its departments in this orientation and to satisfying, in fact, the students it serves. This last characteristic of the responsive organization is the most telling factor in the long-run success of the College. In attempting to meet student needs, scrupulous attention must be given to maintaining and improving the quality of the educational product. Any dilution of standards would totally undermine the marketing concept.

Beyond providing us with a theoretical base for viewing our organization vis-a-vis the public, the marketing concept mandates intensive research, planning and evaluation. These efforts are to be directed toward identifying and reaching our various markets and toward helping our students achieve their educational goals. We believe this two-pronged effort represents a balanced marketing approach. It is along these lines that our promotion and outreach strategies are developed and presented in this report.

These comments on the marketing concept would not be complete without including as a final note Dr. Kotler's succinct description of the marketing concept which captures both the spirit and idea of marketing:

The marketing concept is a philosophy about the relations an organization should have with its markets and publics. It is essentially anti-bureaucratic, anti-production-oriented, and anti-sales-oriented. It calls for a highly responsive organization as defined earlier. The organization seeks to sense, serve, and satisfy its markets and publics, and through this makes its contribution to increasing the well-being of society (1975, p. 48).

#### ENROLLMENT: TRITON STUDENTS

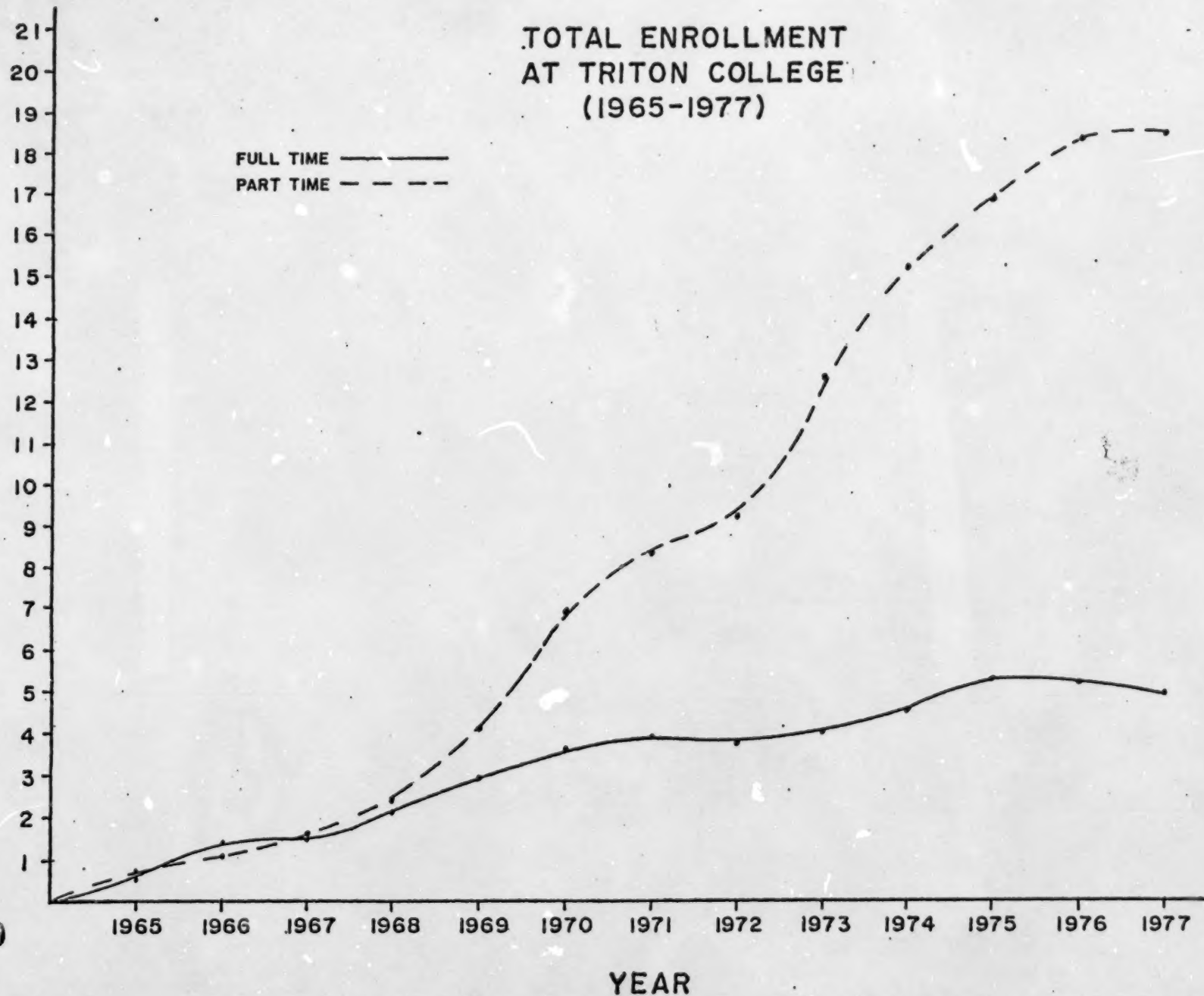
Enrollment at Triton College has undergone many changes over the years. There are the obvious changes to a population which is increasingly more part-time, older and more representative of minority groups. There are the more subtle changes in student motivation, readiness and goals. All of these changes must affect the process of education.

Total enrollment also impacts on institutional planning. Over the last four years enrollment in credit courses has remained constant with some fluctuation in the full-time - part-time mix. A key factor affecting full-time enrollment is the decreasing number of high school graduates. Enrollment in Continuing Education courses quadrupled from 1970 to 1977. The rate of growth, however, in the last years has slowed considerably to a fraction of a percent in 1977.

# TOTAL ENROLLMENT AT TRITON COLLEGE (1965-1977)

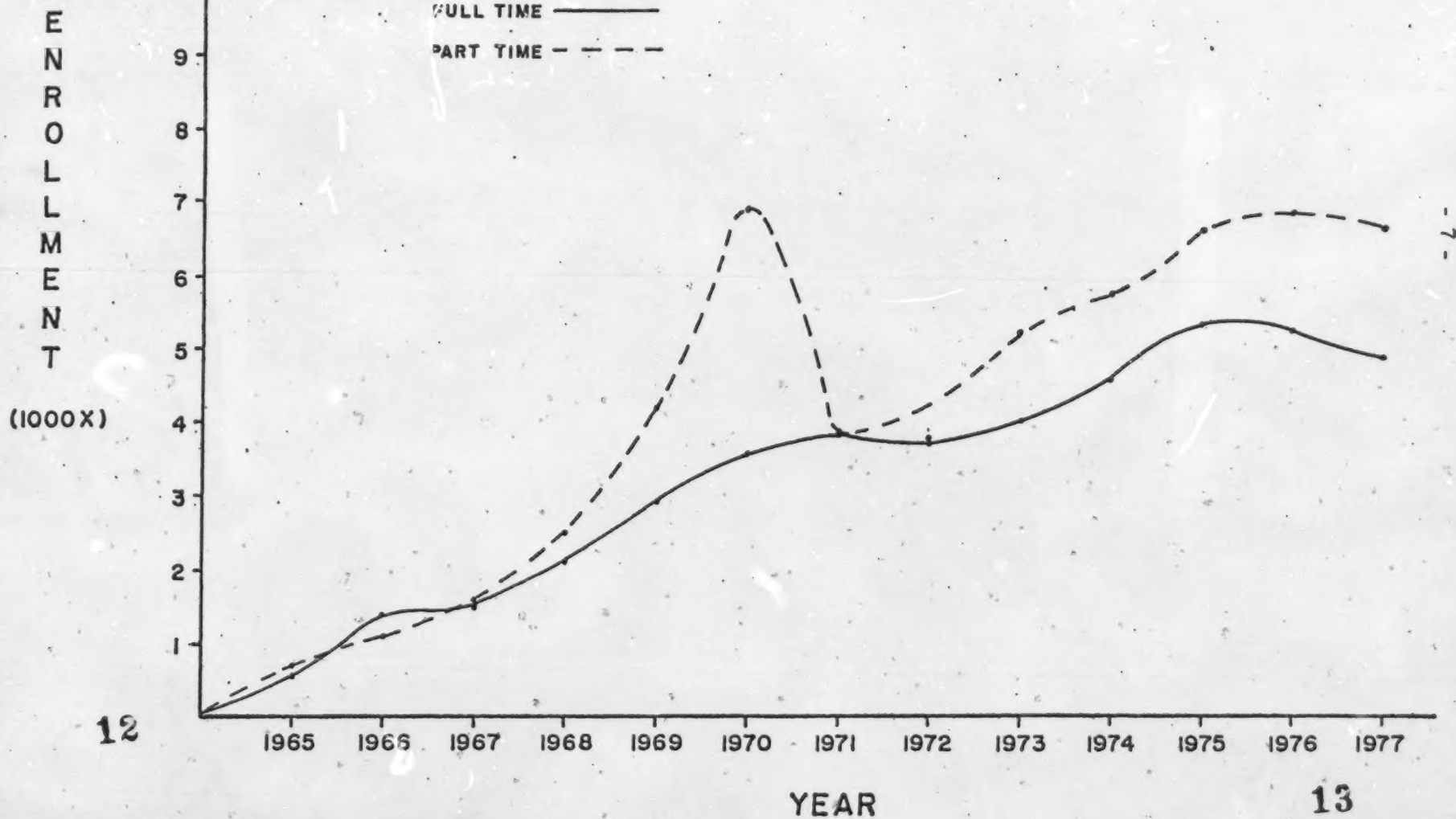
ENROLLMENT  
(1000X)

10

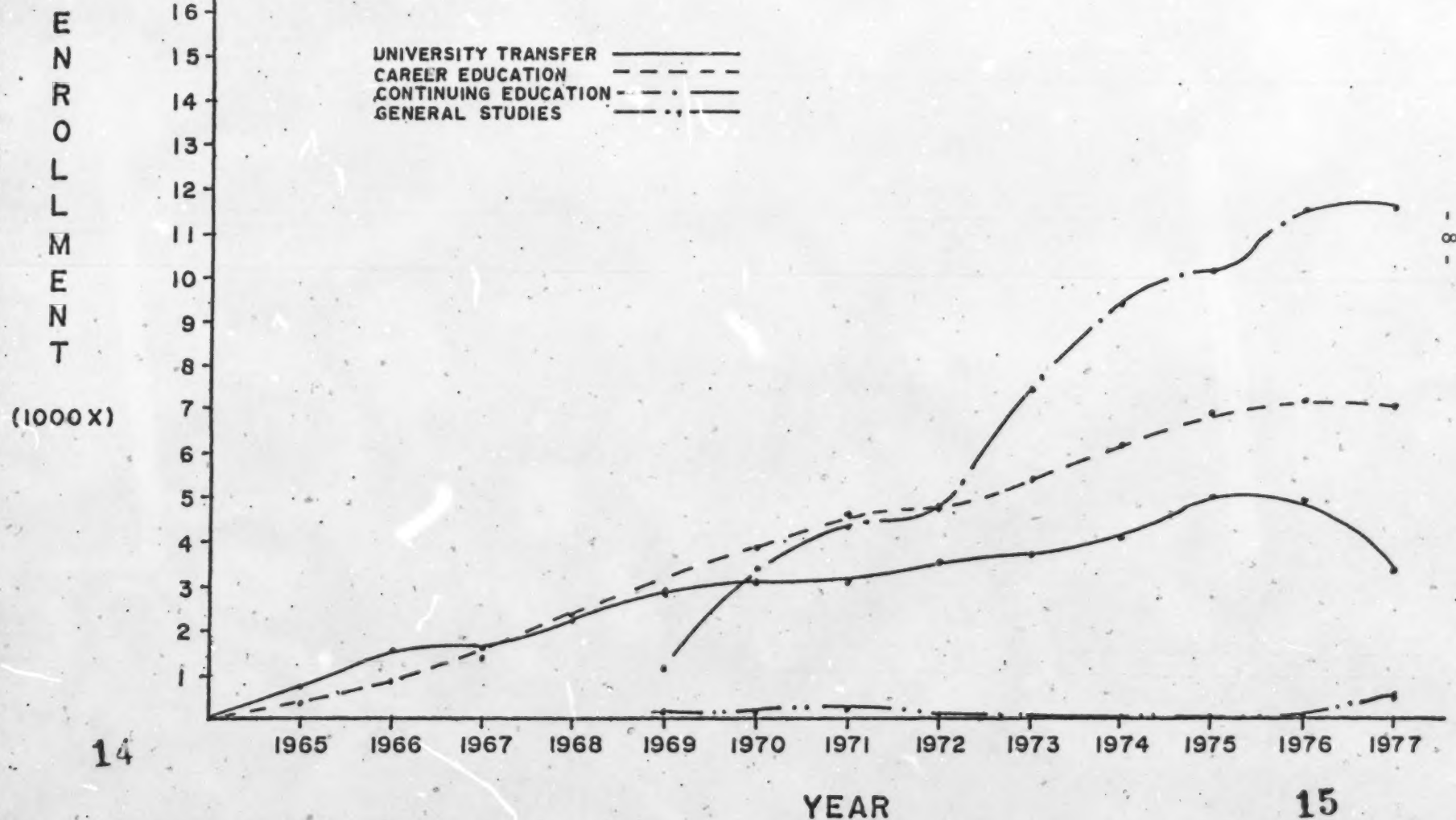


- 9 -

ENROLLMENT IN CREDIT  
COURSES BY  
FULL & PART TIME STUDENTS  
AT TRITON COLLEGE  
(1965-1977)



# ENROLLMENT IN UNIVERSITY TRANSFER, CAREER AND CONTINUING EDUCATION, AND GENERAL STUDIES AT TRITON COLLEGE (1965-1977)



### PROMOTION

The Task Force on Institutional Advancement concentrated much of its energy on promotion, a word it understood to describe the initial stage in the marketing perspective. Included in this part of the report are various marketing targets and recommended strategies for reaching these markets. In leading up to these recommendations, the Task Force members utilized existing knowledge of publics served by Triton College. The Task Force is aware that their assumptions must be subjected to review and subsequent evaluation.

It should be understood also that the kind of information presented to the different publics should be characterized by completeness, accuracy and truthfulness. In short, it should be information that will enable the individual to make the best possible decision for himself/herself.

Many of the strategies recommended in this section are already in process or even completed. Other of these strategies, however, have personnel, financial and time commitments that have yet to be reviewed and approved. A status report is not yet available on these, and, accordingly, none is given in the report.

# PROMOTION STRATEGIES

| <u>TARGET MARKET</u>    | <u>STRATEGY</u>                                                                                                                               | <u>PERSON(S)<br/>RESPONSIBLE **</u> | <u>STATUS</u>               |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------|
| High School<br>Students | Host "FUTURE FOCUS", a College/Career Fair for high school students.                                                                          | Admissions                          | Scheduled for Oct. 26, 1978 |
|                         | Develop a "Peer Recruitment Team" to assist in high school articulation efforts                                                               | Admissions                          | In Progress                 |
|                         | Coordinate all visits made by Triton representatives to district high schools                                                                 | Admissions                          | In Process<br>Fall, 1978    |
|                         | Develop specialized mailings and responses to students who have indicated an interest in Triton                                               | Admissions                          | In Process                  |
|                         | Organize special social and cultural activities on Triton Campus                                                                              | Student Services,<br>UTS            | In Process                  |
|                         | Develop invitationals, contests and workshops in curriculum areas                                                                             | CE, UTS                             |                             |
|                         | Organize a central file of high school faculty and chairpersons. Develop a Speakers Bureau for presentations at high school events or classes | College Relations                   |                             |
|                         | Develop divisional and departmental articulation meetings with district high school faculties                                                 | CE, SA, UTS                         |                             |

\*\* CE - Career Education, SA - Student Affairs, UTS - University Transfer Studies

## PROMOTION STRATEGIES

| <u>TARGET MARKET</u>    | <u>STRATEGY</u>                                                                                         | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|-------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| High School<br>Students | Announce and promote the career planning and testing services of the Career Center                      | Student Affairs                  |               |
|                         | Host luncheon for high school principals                                                                | Admissions                       |               |
|                         | Prepare slide presentations and/or film on the College                                                  | Admissions<br>College Relations  | In Process    |
|                         | Develop a Triton "Viewbook"                                                                             | College Relations                | In Process    |
|                         | Develop a cluster brochure on Career and UTS curricula                                                  | CE, College Relations,<br>UTS    |               |
|                         | Revise and/or develop promotional information and class schedules                                       | Admissions<br>College Relations  |               |
|                         | Host "Counselor Appreciation Day"                                                                       | Admissions                       |               |
|                         | Disseminate information on Financial Assistance                                                         | Financial Aid                    |               |
|                         | Prepare a "This Month at Triton" handout                                                                | College Relations                |               |
|                         | Provide for "no charge" or "reduced rates" for high school students attending social or cultural events | Student Services                 |               |
|                         | Mail bi-monthly newsletter, <u>Admissions Update</u> , to high school counselors                        | Admissions                       | In Process    |
|                         | Conduct "Instant Admissions" in high schools                                                            | Admissions                       | In Process    |

## PROMOTION STRATEGIES

| <u>TARGET MARKET</u>                                        | <u>STRATEGY</u>                                                                       | <u>PERSON(S)<br/>RESPONSIBLE</u>           | <u>STATUS</u> |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------|---------------|
| High School<br>Students                                     | Host High School Visitation Day                                                       | Admissions                                 |               |
| <u>Community Adults</u>                                     |                                                                                       |                                            |               |
| Homemakers                                                  | Establish a Peer Recruitment Team                                                     | Continuing Education                       |               |
|                                                             | Develop special informational materials                                               | Continuing Education,<br>College Relations |               |
|                                                             | Develop information sheets on child care,<br>maps, transportation, parking            | College Relations                          |               |
|                                                             | Plan a telephone campaign                                                             | Continuing Education                       |               |
|                                                             | Expand Adult Re-Entry                                                                 | V. P. of Academic<br>Affairs               |               |
| Students Registered<br>in Continuing Educa-<br>tion Courses | Establish a centralized Information Center<br>and College Calendar                    | Student Services                           |               |
|                                                             | Advise students of related credit courses                                             | Admissions,<br>Continuing Education        |               |
|                                                             | Develop "cluster" brochure of related UTS,<br>Career and Continuing Education courses | College Relations<br>Deans                 |               |
|                                                             | Prepare class schedule to include credit and<br>non-credit courses                    | College Relations<br>Deans                 |               |

## PROMOTION STRATEGIES

| <u>TARGET MARKET</u>       | <u>STRATEGY</u>                                                                                        | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|----------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| <u>Community Adults</u>    |                                                                                                        |                                  |               |
| Attendees at Campus Events | Utilize Peer Recruitment team for campus events                                                        | Admissions                       |               |
|                            | Develop promotional material on college programs and courses; distribute information at college events | College Relations                |               |
|                            | Install direct telephone "Infoline" for information on campus events                                   | Student Affairs                  |               |
| Mid-Life Career-Changers   | Establish a Citizens Advisory Committee to define needs                                                | Continuing Education             |               |
|                            | Develop career exploration seminars in homes and/or off-campus                                         | Continuing Education, Counseling |               |
|                            | Analyze courses offered in evenings                                                                    | CE, UTS                          |               |
|                            | Update and promote the services of Speakers Bureau                                                     | College Relations                |               |
|                            | Disseminate information or services of Career Center                                                   | Counseling                       |               |
|                            | Encourage older adults to take credit courses                                                          | Continuing Education             |               |

# PROMOTION STRATEGIES

| <u>TARGET MARKET</u>                                                     | <u>STRATEGY</u>                                                                                                         | <u>PERSON(S)<br/>RESPONSIBLE</u>           | <u>STATUS</u>         |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------|
| <u>Community Adults</u>                                                  |                                                                                                                         |                                            |                       |
| Persons in Need of Job<br>Promotion or Upgrade<br>of Professional Skills | Conduct market research to determine needs,<br>trends and preferences                                                   | Director of<br>Research, Deans             |                       |
|                                                                          | Expand successful seminars and training<br>programs                                                                     | Continuing Education                       |                       |
|                                                                          | Centralize mailing lists for Continuing<br>Education seminars and workshop sessions                                     | College Relations,<br>Continuing Education |                       |
|                                                                          | Develop "This Month at Triton" handout                                                                                  | College Relations                          |                       |
| Parents of Currently-<br>Enrolled and Prospective<br>Students            | Implement plan for personal contact with<br>in-district businesses                                                      | Continuing Education,<br>Deans             |                       |
|                                                                          | Plan visits and/or activities with Peer<br>Recruitment team ("Bridge the Gap")<br>-plan seminars<br>-mail news releases | Admissions                                 |                       |
|                                                                          | Provide free-admission opportunities to<br>campus events                                                                | Student Services                           |                       |
|                                                                          | Host Community Day                                                                                                      | Continuing<br>Education                    | September<br>10, 1978 |
|                                                                          | Plan Parents Day at registration time                                                                                   | Admissions                                 |                       |
|                                                                          | Invite parents to <u>Future Focus</u>                                                                                   | Admissions                                 | September,<br>1978    |

# PROMOTION STRATEGIES

| <u>TARGET MARKET</u>         | <u>STRATEGY</u>                                                                             | <u>PERSON(S) RESPONSIBLE</u>                                     | <u>STATUS</u> |
|------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------|
| <u>Community Adults</u>      |                                                                                             |                                                                  |               |
| District 504, General Public | Investigate funding for a Mobile Unit for promotion and registration                        | V. P. of Academic Affairs                                        |               |
|                              | Engage media coverage for campus events; promote Triton personnel for radio-t.v. talk shows | College Relations                                                |               |
|                              | Review and revise college publications                                                      | College Relations<br>V. P. of Academic Affairs, Dean of Students |               |
|                              | Promote Triton at Newcomers Clubs                                                           | Admissions,<br>College Relations,<br>Continuing Education        |               |
|                              | Host "Come See for Yourself" seminars in community                                          | Admissions, College Relations, Continuing Education              |               |
|                              | Promote services of Peer Recruitment Team                                                   | Admissions                                                       |               |
|                              | Mail letters and brochures to all churches in District 504 re: Speakers Bureau              | College Relations                                                |               |
|                              | Host Information Sessions at District Libraries (Peer Recruitment Team)                     | Admissions                                                       |               |
|                              | Continue promotions at Shopping Centers                                                     | Admissions                                                       | In Process    |

# PROMOTION STRATEGIES

| <u>TARGET MARKET</u>                        | <u>STRATEGY</u>                                                                                                        | <u>PERSON(S)<br/>RESPONSIBLE</u>                  | <u>STATUS</u> |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------|
| <u>Community Adults</u>                     |                                                                                                                        |                                                   |               |
| District 504, General<br>Public (continued) | Revise admissions requirements and<br>grading policies                                                                 | Dean of Students,<br>V. P. of Academic<br>Affairs |               |
| Triton Faculty at<br>Extension Centers      | Increase articulation with extension<br>center administrators and faculty<br>-provide signs at site and room locations | Continuing Education                              |               |
|                                             | Investigate information and mailbox<br>systems currently in use                                                        | V. P. of Academic<br>Affairs                      |               |
|                                             | Encourage faculty to announce and inform<br>students of related credit courses                                         | Deans                                             |               |
|                                             | Develop a comprehensive Adjunct Faculty<br>Handbook                                                                    | Deans,<br>Personnel                               |               |
|                                             | Encourage faculty to hold one class on<br>campus per semester                                                          | V. P. of Academic<br>Affairs                      |               |
| Transfer Students                           | Place ads and articles in campus newsletters                                                                           | College Relations                                 |               |
|                                             | Mail catalogs to college counseling departments                                                                        | Admissions                                        |               |
|                                             | Contact District 504 parents via newsletters<br>re: "How to Transfer" and Summercollege                                | SA                                                |               |

## PROMOTION STRATEGIES

| <u>TARGET MARKET</u>             | <u>STRATEGY</u>                                                                                  | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|----------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| <u>Community Adults</u>          |                                                                                                  |                                  |               |
| Transfer Students<br>(continued) | Establish a Transfer Team to articulate<br>with new students                                     | Student Services                 |               |
|                                  | Send letters to District 504 students enrolled<br>at other colleges re: Summercollege            | Admissions                       |               |
| Out-of-District<br>Students      | Review advertising policy in <u>Metro</u> and <u>Back<br/>to School</u> sections, etc.           | College Relations                |               |
|                                  | Conduct market research on programs needed,<br>but not offered at neighboring community colleges | V.P. of Academic<br>Affairs      |               |

### RETENTION

In this report, retention strategies are those strategies designed to help students clarify and achieve their educational goals. In this connection, they could have been called success strategies. A broad range of activities is encompassed in this category, including strategies designed to enhance teaching and learning directly, and strategies which are supportive of the learning process. This effort constitutes the heart of the marketing process. Without reasonable success in the delivery of the educational product, the most elaborate of promotional efforts will be ineffective.

Important indices of student success are the attrition rates from semester to semester and within-term attrition. The former attrition rate is one we look at most often. At Triton College, of spring's credit enrollment, 50% return in the fall; of the fall credit enrollment, 67% continue in the spring. Within-term attrition represents students who begin a course and do not finish it. On a college-wide basis, these data are not yet available. Obviously, many students have legitimate reasons for "stopping out," not the least of which is completion of an educational objective. There are other students, however, who are frustrated in the pursuit of their educational goals. These students can profit from a more imaginative and discriminating use of college resources.

Many of the strategies recommended in this section are already in process or even completed. Other of these strategies, however, have personnel, financial and time commitments that have yet to be reviewed and approved. A status report is not yet available on these and, accordingly, none is given in the report.

## RETENTION STRATEGIES

|                 | <u>STRATEGY</u>                                                                                                           | <u>PERSON(S)<br/>RESPONSIBLE**</u> | <u>STATUS</u> |
|-----------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------|
| <u>Learning</u> | Expand tutorial services for broad range students                                                                         | CE, DE, UTS                        | In Process    |
|                 | Implement comprehensive learning assistance center                                                                        | DE                                 | In Process    |
|                 | Develop a series of short-term workshops and seminars in specific areas designed to help students with learning problems  | DE, Counseling                     | In Process    |
|                 | Develop flexible scheduling for special populations, e. g., "shift" courses, six week, nine week                          | CE, UTS                            |               |
|                 | Evaluate development of master schedule and procedures for class cancellation and student notification                    | Deans                              | In Process    |
|                 | Review course sequencing                                                                                                  | CE, UTS                            |               |
|                 | Expand programs which have high demand                                                                                    | CE, UTS                            |               |
|                 | Identify programs and courses with high attrition rate and develop strategies for reducing rate                           | CE, UTS                            |               |
|                 | Make available to students specific course outlines to include course description, mode of instruction, and requirements. | CE, UTS                            |               |
|                 | Communicate precise information on course content and course requirements to students within the first week of classes    | Dept. Chairpeople                  |               |

\*\* CE - Career Education, DE - Development Education, UTS - University Transfer Studies

# RETENTION STRATEGIES

|                                | <u>STRATEGY</u>                                                                                                   | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| <u>Learning</u><br>(continued) | Investigate and develop alternative instructional modes for more courses                                          | V. P of Academic Affairs         |               |
|                                | Review relation of certain Continuing Education courses to similar courses in Career Education                    | V. P. of Academic Affairs        |               |
|                                | Provide special assistance for students who are on probation or who have been suspended                           | Dean of Students                 |               |
|                                | Review academic placement strategies for accuracy and availability to all students                                | Counseling, DE                   | In Process    |
|                                | Extend availability of testing and counseling services to part-time students                                      | Counseling                       |               |
|                                | Develop assessment program for career planning                                                                    | Counseling                       |               |
|                                | Develop career and testing resources                                                                              | Counseling                       | In Process    |
|                                | Review policy of course pre-requisites                                                                            | Deans                            |               |
|                                | Review degree requirements and general education requirements                                                     | V. P. of Academic Affairs        |               |
| <u>Support</u>                 | Include phone numbers in class lists to facilitate faculty-student contact                                        | Admissions                       | In Process    |
|                                | Conduct communication skills workshops for office personnel involved with the admissions and registration process | Admissions                       |               |

# RETENTION STRATEGIES

|                               | <u>STRATEGY</u>                                                                                                                                                           | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| <u>Support</u><br>(continued) | Develop an active intervention program to help students who are experiencing learning problems                                                                            | CE, SA, UTS                      |               |
|                               | Promote and develop effective communication between faculty and counselors to identify and assist students with learning problems                                         | CE, SA, UTS                      | In Process    |
|                               | Promote contact between advisors/counseling staff and program leaders/department chairpeople, to facilitate communication on courses and program content and requirements | CE, SA, UTS                      | In Process    |
|                               | Review policy and procedures governing incompletes                                                                                                                        | Deans                            | In Process    |
|                               | Consider reading level in the preparation of informational materials                                                                                                      | College Relations                | In Process    |
|                               | Publicize availability of public transportation to and from Triton College                                                                                                | College Relations                |               |
|                               | Centralize and streamline all mailing lists                                                                                                                               | College Relations                |               |
|                               | Develop signage system for campus (directions).                                                                                                                           | College Relations                | In Process    |
|                               | Develop special programs to assist students with family responsibilities, e.g., scheduling, child care, sensitivity to problems                                           | Continuing Education             | In Process    |
|                               | Improve classroom and lab facilities                                                                                                                                      | V. P. of Academic Affairs        |               |

# RETENTION STRATEGIES

|                               | <u>STRATEGY</u>                                                                                        | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|-------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| <u>Support</u><br>(Continued) | Implement professional development program for faculty and administrators                              | V. P. of Academic Affairs        | In Process    |
|                               | Develop communication strategies to keep faculty apprised of support services and of referral services | V. P. of Academic Affairs        |               |
|                               | Develop registration guide for students                                                                | Counseling                       | In Process    |
|                               | Develop orientation program for advisors                                                               | Counseling                       |               |
|                               | Expand placement services for graduates                                                                | Student Affairs                  |               |
|                               | Expand outreach efforts to disseminate information on financial aid                                    | Financial Aid Office             |               |
|                               | Expand financial aid resources, especially through community scholarships                              | Financial Aid Office             |               |
|                               | Develop an active intervention referral system for students experiencing financial difficulties        | Financial Aid Office             |               |
|                               | Implement Honors Program                                                                               | UTS                              | In Process    |
|                               | Promote student organizations which are curriculum oriented                                            | Student Services                 |               |
|                               | Work with bus service to improve transportation to and from the college                                | Student Services                 |               |
|                               | Improve physical appearance of campus                                                                  | V. P. Business Management        |               |

RETENTION STRATEGIES

|                               | <u>STRATEGY</u>                                                                                   | <u>PERSON(S)<br/>RESPONSIBLE</u> | <u>STATUS</u> |
|-------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------|---------------|
| <u>Support</u><br>(Continued) | Provide "walk-in" counseling services during orientation                                          | Counseling                       |               |
|                               | Provide academic counseling by phone year round                                                   | Counseling                       |               |
|                               | Modify facilities as required to comply with Section 504                                          | V. P. Business<br>Management     |               |
|                               | Present student success programs which have been<br>planned and implemented by individual faculty | Academic Deans                   |               |

### EVALUATION

In the assumption and application of the Marketing Perspective, valuable College resources will be used. It is essential that the effectiveness of the program be evaluated. As each strategy is adopted, objectives must be specified and subsequently evaluated for completion. At the same time, it is recognized that a decision to attend college or the attainment of an educational objective is influenced by too many variables to be explained simplistically by a single strategy. Some gross criteria which approximate these two key objectives, however, must be used in the evaluation of the recommended activities.

Evaluation must accompany each stage of the marketing process, and this evaluation will be the responsibility of the office or school exercising leadership. The Task Force on Institutional Advancement will prepare a progress report for distribution next summer on the strategies recommended in this document.

### CONCLUSION: AN INVITATION

In a concentrated period of time the Task Force on Institutional Advancement has used the Marketing Perspective to generate a series of strategies designed to help our community to know us better and to help students to be more successful. In a sense, the Task Force has hopefully served as a catalyst bringing together many activities already in process and recommending others for further review. At this point, the Task Force extends an invitation to the College community to share with us existing programs the Task Force overlooked and, especially, new ideas for implementation by Triton College.

For your convenience, a reporting and proposal form is included for your use. Please submit your program or idea directly to the following:

Institutional Advancement Task Force  
Dr. Daniel F. Moriarty, Chairperson  
Room R-205  
Triton College

By October 10, 1978, the Task Force intends to have each of its recommended strategies reviewed for adoption. This review will take into account the benefits and costs of the various strategies and will establish priorities for those approved. At the same time, the Task Force will receive and review new ideas for promotion and retention. Each person submitting a new idea will receive a response from the Task Force indicating action taken on the proposal. You are encouraged to participate.

## REFERENCES

Kotler, Philip. "From Sales Obsession To Marketing Effectiveness,"  
Harvard Business Review, 1977, 55(6), 67-75.

Kotler, Philip. Marketing For Nonprofit Organizations. New Jersey:  
Prentice-Hall, Inc., 1975.

Leach, Ernest R. "Marketing Strategies 77-78." Prince George's  
Community College, Largo, Maryland. Unpublished.

APPENDIX

MARKETING STRATEGY PROPOSAL FORM

TARGET POPULATION \_\_\_\_\_

PROJECT GOAL (S) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PROJECT MANAGER \_\_\_\_\_

SUPPORTING AREAS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

STEPS/PROCEDURES/ASSIGNMENTS

Completion Date

ESTIMATED COSTS (man-hours, dollars, etc.)

Contact Person \_\_\_\_\_ Tel. \_\_\_\_\_

Address \_\_\_\_\_ Date \_\_\_\_\_

UNIVERSITY OF CALIFORNIA

 CLEARINGHOUSE FOR  
JUNIOR COLLEGES

96 POWELL LIBRARY BUILDING  
LOS ANGELES, CALIFORNIA 90024

EE 36

AUG - 1 1980